

DD/S REGISTER

FILE

DD/S 72-0514


Training 3

MEMORANDUM FOR: Director of Training

SUBJECT : Support Directorate Nominees for the Senior Seminar-
12 March to 12 May 1972

REFERENCE : Memo to all Deputy Directors, dtd 14 Jan 72, from
Exec Dir-Compt, subj: Senior Seminar

1. The Support Directorate nominees for participation in the Agency's Senior Seminar from 12 March to 12 May 1972 are listed below.

Name	SD	Grade
	SM	GS-17
	SCO	GS-17
	S	GS-15
	SB	GS-15
	SF	GS-16

25X1

2. Although our candidates have been listed in the priority order we desire them to be considered by the Training Selection Board, we hope all five will be approved. Each officer's attendance at the Senior Seminar will undoubtedly produce identifiable benefits to the Agency and particularly the Support Directorate.


3. Six copies of the nominating statement, updated biographic profile and the last two fitness reports on each candidate are attached.

MORI/CDF Pages 7 - 13.
QR/QC Geo. O.

25X1

John W. Coffey
Deputy Director
for Support

Attachments

O/DDS  sm (8 Feb 72)

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DD/S 72-0129
ER 72-362

14 January 1972

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support

SUBJECT : Senior Seminar

REFERENCE : Memo for DTR from ExDir dtd 7 Jan 72,
Same Subject

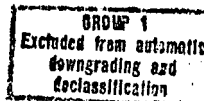
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1. As you know, the Director has approved a second running of the Senior Seminar. This is planned to run for the nine weeks beginning 12 March 1972, the first week to be held [] and the remainder of the program to be presented in the Senior Seminar space in Chamber of Commerce Building.

2. It is essential that the twenty officers selected for the second Senior Seminar represent the cream of the Agency, whose attendance will produce identifiable benefits for them and the Agency. In order to allow adequate time for selection through the Training Selection Board process, your nominations should reach the Director of Training, who is also Chairman of the Training Selection Board, by 10 February.

3. One of the questions as to the Seminar is whether it contributes as much to the Agency as to the participants. To ensure this, I believe that the identification of appropriate nominees is sufficiently important to ask that you personally endorse each recommendation and confirm that it proposes a "comer" who undoubtedly will advance at least one more grade and is presently in or is headed for senior

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responsibilities in your directorate. While the emphasis should be on officers in grades GS-16 and above, unusually promising GS-15 officers may also be proposed.

/s/ W. E. Colby

W. E. Colby
Executive Director-Comptroller

cc: D/ONE
General Counsel
IG
Legislative Counsel
DTR
AO/DCI
ER
✓ ExDir

7 MAY 11 11 35 AM '75

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DD/S 72-0129

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Senior Seminar

REFERENCE : Memo for DTR from ExDir-Compt dtd 7 Jan 72
same subj

1. As you know, the Director has approved a second running of the Senior Seminar. This is planned to run for the 9 weeks beginning 12 March 1972, the first week to be held [redacted] and the remainder of the program to be presented in the Senior Seminar space in Chamber of Commerce Building.

25X1

2. It is essential that the 20 officers selected for the second Senior Seminar represent the cream of the Agency whose attendance will produce identifiable benefits for them and for the Agency. In order to allow adequate time for selection through the Training Selection Board process your nominations should reach the Director of Training, who is also Chairman of the Training Selection Board, by 10 February. I believe that the identification of appropriate nominees is sufficiently important to ask that you personally endorse each recommendation and confirm that it proposes an officer who is a "comer", is likely to advance by one more grade and is presently in or headed for a senior management role in the Directorate. While the emphasis should be on officers in grades GS-16 and above unusually promising GS-15 officers may also be proposed.

William E. Colby
Executive Director-Comptroller

cc: DTR

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11 JUN 1971

PROFILE OF SELECTED SENIOR OFFICERS

1. The Office of Personnel Control Division and the Office of Training Instructional Support Staff have provided data on the CIA senior officer population from which participants in the Senior Seminar will be selected. This population was defined as officers of grade GS-15 and higher who are 52 years of age or younger as of 1 July 1971. The data in the statistical "profile" concern those characteristics which are assumed to be significant in determining the objectives of the Seminar and in planning its content. 25X9

2. Career Service Distribution: As of 31 December 1970 there were officers in the population defined above. These were distributed by grade and by career service as shown in the following table:

FIGURE 1--DISTRIBUTION OF SELECTED POPULATION

25X9

<u>Grade</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
EP&SPS	25X9					
GS-18						
GS-17						
GS-16						
GS-15						
Total						

25X9

3. The senior officers comprising the selected population represent of the total number of Agency officers in grades GS-15 and above. The detailed breakdowns, by grade and career services, given in FIGURE 1 are expressed as percentages of comparable total Agency groupings by grade and career services, without regard to the age cutoff, in the following table: 25X9

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FIGURE 2--SELECTED POPULATION AS PERCENTAGE
OF COMPARABLE TOTAL AGENCY POPULATION

<u>Grade</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
EP&SPS	25X9					
GS-18						
GS-17						
GS-16						
GS-15						
Total		25X9				

4. Government Service: The average length of Federal service, including military service, and average length of CIA experience of the officers in the selected population are as follows:

FIGURE 3--LENGTH OF SERVICE

	<u>Agency Wide</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
Yrs. Federal Service	22	23	22	24	23	15
Yrs. Agency Service	17	17	18	20	19	9

5. Academic Degrees: The distribution of academic degrees, expressed in terms of the highest degree received by the officers in the population, is given in the next table:

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FIGURE 4--ACADEMIC DEGREES

25X9

<u>Degree Level Attained</u>	<u>Agency Wide</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
Bachelor						
Master						
Doctorate						
Non-degree						

6. Time Since Degree Awarded: The average time which has elapsed since degree-holding members of the population received their last degree is as follows:

FIGURE 5--TIME SINCE DEGREE

	<u>Agency Wide</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
Average Years	20	17	19	22	18	17

7. Continuity of Agency Experience: The population was analyzed with respect to the continuity of assignments over the period 1960-1970. This analysis includes both the number of different Directorates (counting the Director's Area as a separate Directorate) and the number of different components--Offices, Divisions, and Staffs--in which each officer has served. The result of this analysis is as follows:

FIGURE 6--CONTINUITY AND VARIATION IN AGENCY EXPERIENCE 25X9

<u>Directorate Service</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
Service in One						
Service in Two						
Service in Three						
Service in Four						

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FIGURE 6--CONTINUITY AND VARIATION IN AGENCY EXPERIENCE
(cont'd)

25X9

<u>Component Service</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>I</u>	<u>D</u>	<u>S</u>	<u>R</u>
Service in One						
Service in Two						
Service in Three						
Service in Four						
Service in Five or more						

8. Agency Sponsored Training: Attendance by officers in the population in external training programs or courses or in Agency courses of an advanced or senior character is shown as follows:

FIGURE 7--TRAINING

<u>Selected External Training</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>D</u>	<u>I</u>	<u>R</u>	<u>S</u>
National War College	28	2	10	5	5	6
Industrial College of the Armed Forces	20	-	4	3	4	9
Army War College	11	-	4	4	-	3
Naval War College	7	-	2	2	1	2
Air War College	9	-	2	3	-	4
Imperial Defence College	4	-	-	4	-	-
FSI Senior Seminar	16	-	10	6	-	-
Federal Executive Institute	11	-	-	7	1	3
Senior External Management Courses	65	1	6	19	9	30

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FIGURE 7--TRAINING
(cont'd)

<u>Selected Internal Training</u>	<u>Total Agency</u>	<u>By Career Service</u>				
		<u>E</u>	<u>D</u>	<u>I</u>	<u>R</u>	<u>S</u>
Advanced Intelligence Seminar	71	2	6	22	19	22
Managerial Grid (Includes Senior grid)	274	15	63	82	52	62
Mid-Career Course	155	6	30	56	25	38
Senior Management Seminar (pre-May 64)	20	1	3	11	2	3
Advance Management (Planning)	56	-	20	10	7	19
Senior Management Seminar Planning	78	1	16	20	20	21

9. General Profile: The statistical typical officer in the selected senior population is 47 years old and has 22 years of Federal service (including military service), of which 17 have been with CIA. Of ten representative officers in the group, five have received a bachelor's degree, three a master's, one a doctorate, and one is not a degree holder. For those who are degree holders, an average of 20 years has elapsed since the last degree was received; other academic course work not resulting in a degree may, however, have been taken during that period.

10. With respect to work experience in the Agency over the past 10 years, 74% have served in only one Directorate, 21% have had service in two Directorates, and the remaining 5% have worked in three or four Directorates. Agency service in terms of assignment to different components for the last 10 years is as follows: 41% served in only one component, 32% have had service in two components, 18% in three, and 9% in four or more different components. Eighteen percent of the population attended some Agency-sponsored senior external course or program. With respect to Agency-conducted courses, 30% of the population attended the Managerial Grid (exclusive of officers taking the Grid as part of the Mid-Career Course), 17% have attended a management course and 23% completed either the Mid-Career Course or the Advanced Intelligence Seminar.

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11 JUN 1971

WHO SHOULD ATTEND THE SENIOR SEMINAR?

1. A frequent comment on the new Seminar is that its value to the Agency will depend on the selection of qualified participants. Such officers are usually thought of in terms of organizational "comers." It is essential that the Seminar have some outstanding officers--at least one from each Directorate--who can function as pace-setters and will take the lead in interpreting the work of their Directorate to the officers from other Directorates. The balance of the Seminar, however, should be composed of representative, capable senior officers, as it cannot afford any participants who no longer have a capacity for learning or broadening themselves with respect to his chosen profession or who has no prospect of a challenging assignment.

2. A good mixture of officers is extremely important in order to enable the participants to learn from each other. A representative group would include some officers with different geographic knowledge about or has served in the USSR, mainland China, Africa, the Middle East, Southeast Asia and Latin America. As feasible, other areas might also be represented. Similarly, officers with different Agency functional specialties should be represented, such as clandestine operations officers, technical operations support, political analyst, scientific and technical analyst, economist, military analyst, geographer, lawyer, signals intelligence, photographic and other technical intelligence specialists, support specialists and officers with backgrounds in general administration. In many cases, an officer

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would combine both a functional specialty with a desired geographic background.

3. The selection process should be designed so as to provide a wide mixture of geographic and functional specialties. It would, therefore, be most desirable for the total number of nominations from Directorates to be considerably larger--perhaps twice as large--as the twenty officers who will be attending the Seminar. Responsibility for final selection in order to attain a balanced group with varying backgrounds and skills would then be exercised by the Training Selection Board.

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